



Wackenhut Services, Incorporated Nevada Operations



Report from the DOE-Voluntary Protection Program
Recertification Review
February 23-26, 2004



U.S. Department of Energy
Office of Environment, Safety and Health
Office of Corporate Performance Assessment
Office of Quality Assurance Programs

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Abbreviations and Acronyms

AED	Automated External Defibrillator
CPR	Cardiopulmonary Resuscitation
DOE	U.S. Department of Energy
DOE-VPP	Department of Energy Voluntary Protection Program
EH	Office of Environment, Safety and Health
ES&H	Environment, Safety and Health
ESC	Employee Safety Committee
ISM	Integrated Safety Management
ISMS	Integrated Safety Management System
NTS	Nevada Test Site
OSHA	Occupational Safety and Health Administration
PPE	Personal Protective Equipment
PT	Physical Training
QIT	Quality Improvement Team
SPO	Security Police Officer
WSI-NV	Wackenhut Services, Inc. – Nevada

Executive Summary

This report summarizes the results of the February 23-26, 2004, Department of Energy Voluntary Protection Program (DOE-VPP) recertification evaluation of Wackenhut Services, Incorporated - Nevada (WSI-NV) by a Headquarters-appointed VPP Recertification Review Team. The Office of Environment, Safety and Health (EH) conferred DOE-VPP Star status on WSI-NV in November 2000, and directed this recertification review after three years, as DOE-VPP Policy requires.

DOE-VPP Recertification Goals

The primary goal of the recertification Team was to verify continued and enhanced safety performance at the Star level from the fall of 2000 to the present. WSI-NV submitted its annual DOE-VPP status report in February 2004. Using a series of self-assessments and routine self-examinations, WSI-NV has demonstrated its commitment to continuously improve its safety program. These assessments demonstrate that workers, their supervisors, and managers are actively working to control and mitigate safety and health hazards. Employees remain well trained in hazard recognition and actively utilize those skills. WSI-NV consistently reports major adjustments and refinements to its DOE-VPP baseline program that have added significant value. For example, operational awareness briefings, implemented in 2002 and continued in 2003, highlight incidents and raise worker safety awareness. These briefings have helped to reduce accidents, coordinate communications, enhance training, and ultimately, further improve WSI-NV's safety program.

Evaluation Summaries

The Team concluded that WSI-NV met or surpassed all DOE-VPP requirements for Star recertification. This report contains the Team's observations for WSI-NV's benefit and use.

WSI-NV recognizes that attaining and sustaining Star level performance for a large site with geographically dispersed personnel is a significant challenge that demands a significant response from all participants. Nevertheless, WSI-NV employees and managers have accepted and met this challenge.

The Team focused further on the general training programs of non-uniformed employees and uniformed security police officers (SPOs); specifically, hazards recognition and highly specialized training that includes tactical drills, physical training (PT), weapons safety, vehicle safety, employee reporting, and key performance indicators as precursors to accidents. The inherent risks unique to a protective force operation required that the Team examine the day-to-day training activities of the SPO examining areas related to weapons training and practice, PT, and live scenario simulations. Interviews and observations indicated that physical fitness and tactical training exercises and vehicle travel were at the heart of most safety-related concerns. However, WSI-NV has remained proactive in working to identify and correct the sources of these and other potential problems. The Team examined the efficiency of the hazard identification and correction processes and found them to be effective.

Team members made several positive observations during team walkarounds and interviews; specifically, employees demonstrated concern for the safety of their co-workers, management regularly disseminated information on safety issues, concerns, and statistics, and WSI-NV continues to reflect a greatly improved safety culture compared to previous employers. However, the Team noted three areas of opportunity for improvement: the need for tracking issues brought to the Employee Safety Committee (ESC), ergonomic

evaluations of guard posts, and scheduling workshifts that would allow SPOs to know their days off in advance whenever possible. Details of these areas of opportunity are discussed briefly below.

The Team was able to verify that issues brought to the attention of the ESC are resolved or closed. However, the assignment of an initial tracking number to an issue by the ESC should ensure that all issues are satisfactorily addressed and properly closed or resolved.

During the interview process, some SPOs raised concerns that workstations at some of the guard houses were too high for their chairs and that stool-type chairs would be preferred. The Team recommends ergonomic workstation evaluations of the guard houses to address ergonomic concerns guards have regarding their workstations.

Although SPOs indicated they understand and accept the current workshift scheduling process, some felt changes (when possible and feasible) to the scheduling process that would allow them to know several days in advance of time off would improve their ability to plan for those days. Such an improvement should help maintain the already high level of employee morale at the company.

One of the most important principles of an effective DOE-VPP program is trust. The Team set out to determine the level of trust between WSI-NV management and the workforce and the level of trust between employees within each organization and throughout the company. The Team randomly selected personnel representing management and the workforce and interviewed them to determine the degree of trust at all levels throughout the company. The interviews indicated employees were confident that management fully supported workforce safety, and the workforce had a strong level of confidence that their fellow employees looked out and cared for each other's safety. As a result, the Team concluded that WSI-NV continues to perform at a level indicative of a DOE-VPP Star site.

Introduction

This report summarizes the results of the DOE-VPP recertification of WSI-NV. The recertification evaluation took place during the week of February 23-26, 2004. Every three years, a Headquarters-led team audits DOE-VPP Star sites to verify that the contractor has sustained the quality of its safety program and it strives for continuous improvement. The site evaluation followed the established procedures in the DOE-VPP manual: *U.S. Department of Energy Voluntary Protection Program, Part I: Program Elements*.

Wackenhut Services, Inc. - Nevada

WSI has been contracting with DOE since 1965. WSI-NV provides for physical security protection of equipment and devices that are vital to the national security. The company's specially trained personnel are skilled in the use of special weapons and equipment and in paramilitary operations. WSI-NV is responsible for providing security to all Nevada Test Site (NTS) personnel, facilities, equipment, material, and operations and for traffic control, visitor control and badging operations, and safeguards and security awareness programs. WSI also patrols security boundaries, fences, gates, and other protective devices, providing appropriate response actions when necessary.

At the time of the review WSI-NV employed a total of 242 workers consisting of 118 SPOs, 31 uniformed supervisors, 62 technical professionals, and 31 administrative or clerical workers.

Objectives for the Recertification Team

The Team's primary objective was to observe and to learn how WSI-NV managers and workers manage safety as an end in itself. The Team wanted to understand how WSI-NV actually controls work to ensure that work is completed safely and to understand how closely self-assessments and other reports compare with actual activities.

Having accepted the challenge to maintain Star-level safety performance, WSI-NV has consistently established specific objectives. Using the DOE Integrated Safety Management System (ISMS) as the mandated corporate safety and health structure for all DOE sites, WSI-NV used the five core functions of ISMS as a guide for initially establishing their VPP criteria and objectives.

Because WSI is a protective forces business with an emphasis on paramilitary operations, the Team understood that one of WSI-NV's objectives is maintaining a physically fit and able workforce to operate safely without endangering its workers and environment. Accordingly, the Recertification Team effort focused on the consistency of their Star-rated safety performance over the past three years. The Team reviewed the integration of DOE-VPP elements, ISMS functional areas, and the annual site-generated performance objectives. The Team's objectives were aimed at assessing the impact of WSI-NV's efforts on safety and health in the work place.

Integration of Safety Management

Legitimacy/Authenticity - the history of the past three years of Star-rated safety performance validates a coordinated and thorough program for managing safety and health. The Team found that WSI-NV's program has achieved credibility because it has succeeded and sustained Star-level safety performance over the past three years.

Impact - The Team looked for evidence that the WSI-NV's Star rating made a positive impact on operations in the work place, on corporate decisions, on relationships, on documentation, and on the surrounding community.

Mechanisms - The Team examined WSI-NV's operating procedures, processes, and systems for safety and health functions to verify that they promote and develop safety and health in the work place. WSI-NV demonstrated continuous improvement in this infrastructure since achieving Star status.

Growth - The Team needed to verify that continuous improvement was shared among all participants and remained measurable and visible.

Culture - Star award recipients need to demonstrate that attitudes and private values remain sufficient to promote and deliver a high-quality, safe workplace.

Observations and Validation

The Team's objective was to evaluate whether WSI-NV had accomplished the goal of sustaining and enhancing the five tenets of the DOE VPP. The Team focused on determining the current level of continuous improvement at WSI-NV as compared to the past levels of performance noted at other Star sites. As stated earlier in this report, the Team used the objectives that WSI-NV developed three years ago. The Team interviewed 60 randomly selected employees at the NTS and downtown Las Vegas locations. This sample provided an excellent cross-section of personnel with a variety of different responsibilities and missions. In addition, the Team was able to discuss enhancement of the WSI-NV VPP with selected managers and supervisors. The Team used briefings, employee interviews, workplace walkdowns, and reviewed documents to reach its final conclusion.

The Team found that WSI-NV has a comprehensive and aggressive safety and health program. Safety is regarded as a part of the cultural fabric of the company and is expressed as a core value that is everyone's responsibility. WSI-NV has consistently worked to improve its safety and health program by applying ISM principles and core functions. Employees at all levels feel empowered to do their job and are allowed to grow professionally through training and professional development opportunities. The company's common goal remains, as it has since initial DOE-VPP certification, to be best in its class through continuous improvement. The changes that WSI-NV has made since its original certification are a blend of adaptations, modifications, and in some cases, elimination of elements and procedures that were either redundant or less effective than desired. WSI-NV's approach to safety programs is practical and aimed at generating value added across the entire site population.

Interviews

Employee interviews revealed an improved level of employee involvement since the award of the Star. All interviewees readily understood stop-work authority and admitted that they felt comfortable using it. Some workers described cases where they had exercised stop-work authority and had received full management support. Those employees who had not exercised this authority felt that their management would fully support them if they had to stop work due to a safety concern. Workers understand that they are the first lines of defense against unsafe conditions and that they are empowered to stop work and take corrective action. There were several examples from the interviewees where they had been involved in jobs that required a stop-work or a reassessment of the initial job task.

The workers interviewed knew that their actions or reactions to an unsafe condition depended upon the type of condition and facility environment where the unsafe condition was found. WSI-NV is primarily a protective forces operation at a nuclear facility that has a wide variety of special materials and processes; and, as such, recognizes that it must maintain rigor and control to operate safely without endangering the workers, the public, or the environment. It is essential that workers are aware of known and potential hazards; but, more importantly, they must understand what independent corrective actions they can and should take, and what actions require supervisory or management decisions. The workers interviewed understood the limits of their independent ability to take corrective actions.

Overall, employees were very knowledgeable about WSI-NV's safety program and spoke highly of the benefits of the DOE-VPP and the ISM Program. A number of employees mentioned their involvement in safety meetings and on teams and that such involvement has a positive impact on their work environment. Most employees stated that they feel safe at work due to the emphasis that WSI-NV places on safety in the workplace. The Team concluded that WSI-NV has demonstrated that front-line workers are effectively involved in work planning, safety committees, hazard analysis teams, and in identifying safe work practices.

Walkdowns

The Team noted, during a number of walkdowns at a variety of typical facilities, a high standard of safety performance among the different disciplines. Work hazards at each of these facilities, although in many cases quite different from each other, are being adequately addressed through careful planning, effective supervision, and clear quality controls. In all cases, the cleanliness of each of these facilities reflected a high level of management control. Although many guard stations are small and old, they appeared to be properly maintained. Minor housekeeping deficiencies noted during walkdowns were immediately and thoroughly addressed to the Team's satisfaction. There were no open deficiencies when the Team left the site.

Continuous Improvement – The Team made an extensive effort to understand worker perceptions of the site safety and health program. To accomplish this, the Team conducted approximately 75 interviews to discover which programs and procedures worked well and those in which there were opportunities for improvement. The interview and analysis process provided the Team with valuable insights on driving continuous improvement.

Documentation

The Team reviewed a variety of documentation, including the *Employee Safety Manual*, annual assessment reports, and other standard safety documentation. The Team also reviewed the OSHA 300 Logs. The Team reviewed WSI-NV's process for recording occupational injuries and illnesses, first reports of injury, and near-miss reports. The Team found that the process is accurate and conforms with approved procedures. The Team reviewed the incentive programs to ensure that they are not based solely on reducing or eliminating safety incident reporting.

Validation of DOE-VPP Tenets

During this review, the Team gathered information to illustrate the scope and depth of the WSI-NV safety culture. WSI-NV has successfully built upon this foundation and refined the impact and scope of management commitment and worker participation that are the core elements of the DOE-VPP. WSI-NV has continued the tradition of making safety a part of every job on the site. Listed below are the characteristic observations noted by the Team.

Management Leadership

The Team conducted several interviews with a variety of managers, including salaried and union personnel and found that management commitment to VPP remains at a high level. Attention to safety is

“Employees are our most important resource. We empower them to do their job, help them grow through training and professional development, and provide them with a commensurate compensation package. Diversity is an integral part of our organization.” – WSI-NV core value

“We listen and communicate effectively. We promote and encourage innovative and creative thinking. We are stewards of resources”. – WSI-NV core value

a core value that has been internalized and forms the basis for how employees do their job. Management has created an atmosphere that has allowed all of the employees to take on ownership of VPP and ISM, which is evidenced by the employees’ willingness to raise safety issues to their supervisors or addressing the concerns themselves. Management strongly encourages employees to serve on the Quality Improvement Teams (QITs) to review a variety of issues and stresses that employees taking care of each other is a way of doing business, not an occasional special requirement. Management responsiveness to issues is a strong indicator of its commitment to quality. The managers have made an effort to respond to all issues in a timely manner, even when the answer is negative.

Throughout the course of the management assessment, employees at all levels mentioned the positive communication flow between management and staff. WSI-NV management continues to exemplify its commitment to continuous improvement in communicating safety and health issues and concerns through the strategic planning process, the ESC, QITs, the WSI-NV computer network, muster announcements, and other vehicles that have remained in place since the initial VPP Star certification. In addition to these vehicles, the WSI-NV General Manager conducts staff meetings at least four times each month. Twice a month, the meetings are expanded to include employees that work in other critical positions within the company. During these meetings, safety and health topics are discussed, and feedback is encouraged. The Team believes that such communications forums are extremely beneficial to ensure that information is disseminated to all employees.

An improvement that WSI-NV has made since its initial certification is that lessons learned are reviewed and applied to future activities, which, in some cases, requires a review of previous activity files for non-routine activities. The emphasis on taking the time to do the review creates a better, safer product. Another improvement is giving feedback on irregularity reports. While negative feedback was historically given, there has been an effort to provide feedback to the SPOs on unique situations as well. This lets them know how the situation they noted on their report was resolved, including causal factors and corrective actions; more importantly, it shows employees the level of their supervisors’ involvement in their daily work.

Other improvements WSI-NV made since its initial Star certification include the development and implementation of the Contractor Assurance System, which is a risk analysis tool to determine relative risk for every process in WSI-NV, and Walking the Spaces safety assessments, that senior managers use to help ensure visibility and accessibility to employees.

Resources do not appear to be an issue for WSI-NV. The Team had the impression that staffing resources are adequate to safely fulfill the WSI-NV mission, including the flexibility to staff the ESC and QITs when needed.

Employee Involvement

Management was helpful in providing the Team with offices to interview employees at the Las Vegas and NTS locations. Team members conducted both formal and informal interviews during the course of the site visit. All interviewed personnel appeared comfortable talking with Team members and often spoke freely about their perceptions of the safety and health culture of the company. Employees also indicated that the training they receive empowers them to make sound decisions when confronted with emergency or hazardous situations. Interviews also helped the Team to determine that employees are well-educated on the ISM and DOE-VPP programs and on WSI-NV's safety and health program. A number of employees stated that they felt WSI-NV is a company that cares about the safety and health of its workers, which they feel is demonstrated by their involvement in decisions that affect worker safety.



On several occasions, interviewees reported that safety and health programs have continued to improve and that the WSI-NV safety culture was superior to that of their previous employers. Employees receive reports of inspections and accident investigations. All interviewed employees knew that they have the right to lodge a formal complaint without feeling threatened by management. Several employees indicated that they felt comfortable going to their supervisors and managers with safety concerns and viewed the ESC and QITs as important vehicles for addressing safety concerns, whether their concerns pertained to a hazardous or potentially hazardous condition or to the improvement of protective equipment or SPO uniforms. The Team confirmed that employee involvement in WSI-NV's safety and health program remains an integral part of the overall safety and health program. Employees also indicated that they are involved in the WSI-NV safety program through a number of safety discipline-specific activities and during the work planning process.

The Team found that employees take responsibility for safety and for promptly reporting safety issues. Some interviewees indicated they have become frustrated when the correction of a safety issue is delayed due to funding constraints or outside organization involvement.

Worksite Analysis

Employee Reports of Hazards

The Team had the opportunity to attend an ESC meeting during its visit. The ESC is a program for employees to report hazards and safety concerns that consists of 14 members (or their alternates) that meets on a monthly basis to discuss and resolve safety-related issues and concerns. The ESC consists of three representatives from the Independent Guard Association of Nevada, three uniformed supervisors, and nine non-uniformed employees. Typical areas of discussion are: driving program, injury prevention program, injury incident summaries, and safety and health issues. During the meeting that the Team attended, several outstanding safety and health issues were reviewed, resolved, and closed. During these meetings, ESC members bring forth new issues, either from their observations or from the employees they represent. These issues are discussed and documented and a course of action is decided for resolution. The ESC meeting minutes are posted on the WSI-NV web page and on bulletin boards throughout WSI-NV spaces.

The Team's observations of the ESC meeting process and interviews of ESC members and represented employees indicated a high level of trust and unity among all levels of personnel. This is an important process in the communication of safety and health issues and concerns for employees. Employees are assured that their safety and health concerns are being addressed at all the necessary levels. When an issue is forwarded to other agencies for resolution (such as Bechtel Nevada), a response letter or e-mail is

“...We identify key issues, determine direction, set priorities, provide guidance and set and maintain performance excellence standards.” – WSI-NV core value

forwarded to the originator. This provides positive feedback for those closures that are not addressed through the actions of the ESC.

Opportunity for Improvement:

When an issue is brought before the ESC, it should be assigned a tracking number. Although the Team saw plenty of evidence that most issues are resolved or closed, the ESC has no mechanism for ensuring that all issues are covered.

Routine Self-Assessments

Assessments that the Team reviewed during this recertification were ESC Facility Assessments (Safety Assessments) and Safety Patrols. Safety Assessments, although considered Independent Assessments as identified in the Assessment Program, are implemented through procedure SP2-015, *ES&H Inspection, Assessment, and Employee Involvement Program*. These assessments are required on a quarterly basis and include every active WSI-NV facility. ESC members are assigned specific facilities at the NTS and Las Vegas facilities to assess, and undergo a 10-hour OSHA training class to become qualified for performing the assessments. Teams include WSI-NV staff, SPOs, and supervisors. Assessments include housekeeping standards, fire and electrical safety, chemical storage, egress routes, locker rooms, and personal protective equipment (PPE). The Team's review of several assessment reports identified a number of deficiencies that were addressed at the next ESC monthly meeting. These deficiencies were

resolved, entered into the Corrective Action Tracking System until resolved or submitted as a Work Order to Bechtel Nevada. In all cases, when issues are resolved, there is documented feedback to the employee who originally raised the issue.

In addition to these scheduled assessments, WSI-NV continues to conduct unscheduled assessment activities known as Safety Patrols. Safety Patrols are governed by procedure SP2-020, *Safety Patrols*. Discussions with personnel have identified that these are performed whenever personnel schedules allow. An SPO may be assigned a Safety Patrol to conduct safety inspections on patrol vehicles, security stations, training sessions, or other SPO activities. Results are documented and submitted to the Shift Captain at the end of each shift.

Pre-Occupancy Hazard Assessments are conducted prior to the occupancy of any building or use of equipment. Inspection teams consist of ESC members, normally ES&H specialists and Protective Forces personnel. An inspection of a new station consisted of a review of egress requirements, walking surfaces, HAZMAT requirements, and electrical safety requirements. Deficiencies and equipment adjustments (such as lighting and barricades) are noted and entered into the Corrective Action Tracking System until they are addressed or resolved. These assessments provide assurance to facility users that their safety is one of their employer's primary concerns.

Comprehensive Surveys

WSI-NV performs a biannual employee satisfaction survey on such topics as ES&H, ISM, and the DOE-VPP. Although response is voluntary, about 99 percent of the surveys are completed and returned. The company strives for a 95% positive response for all areas surveyed. Response statistics for the ESC and DOE-VPP run at 96 percent and 94 percent, respectively. After each survey, responses are reviewed and evaluated. If responses do not reach the company goal, issues are developed and placed into the Corrective Action Tracking System for evaluation and resolution.

Access to Certified Professionals

The primary contractor, Bechtel Nevada, performs many of the activities that require certified professionals at the site. This may include the areas of industrial hygiene, medical, and radiological. WSI-NV, as a site contractor, has access to these services, and maintains its own certified PT professionals. Since PT is a vital requirement for SPOs, WSI-NV maintains a staff of 10 certified physical trainers who establish and monitor the physical fitness program as directed by the PT program plan. These trainers are on hand to monitor the physical training and to track the progress of the SPOs and uniformed supervisors to ensure that all have met their annual PT requirements. Requirements for the WSI-NV SPOs meet those established by 10 CFR 1046, *Physical Protection of Security Interests* and DOE O 440.1A, *Worker Protection Management for DOE Federal and Contractor Employees*. The ES&H department has several employees that are degreed within their area of expertise as well.

Hazard Prevention and Control

The Team found that WSI-NV has maintained a comprehensive and aggressive hazard prevention and control program over the past three years. During the document review and employee interview process of this assessment, the Team verified that WSI-NV continues to use various methods for eliminating or controlling hazards. These methods are implemented by a pre-established order of process or material substitution, engineering controls, administrative controls, and PPE. In addition, ES&H professionals and ESC representatives conduct numerous facility and work area assessments throughout the year.

“WSI management is quick to respond to safety issues brought up by the employees.”

When an SPO encounters a potentially hazardous condition, he or she reports the hazard or safety issue to his or her supervisor. The issue is then tracked and usually mitigated in a timely manner. The majority of the employees interviewed noted that WSI-NV mitigates safety issues much more quickly than previous employers. WSI-NV employees are invited to participate in the hazard investigation process and are provided with feedback of related issues and concerns.

WSI-NV takes a graded approach to mitigating risks and committing resources based on a priority matrix. The recently developed computerized risk analysis process provides an objective basis for determining the relative risk for every process in WSI-NV. The computerized risk analysis process ensures that WSI-NV prioritizes and allocates the proper resources to risk mitigation. Several interviewees indicated tasks and training operations that involve the highest level of risk always receive the highest level of assessment oversight.

“Safety is everyone’s responsibility.”

Hazard prevention issues are often raised at ESC meetings. In one recent meeting, a Committee member raised a concern on the need to replace current patrol vehicle tire jacks with a sturdier, safer model. The ESC requested additional information on the jacks for a possible future purchase. Another positive example of the ESC’s impact was the removal of the spare truck tires to an easily accessible location within the truck bed and installation of a special tire-mounting system to prevent the spare from entering the truck cab in the event of an accident.

The Team observed ways in which safety issues are submitted and tracked, including the Occupational Safety or Health Complaint form, the Contractor Employee Occupational Safety and Health Complaint form, and the use of the chain of command. Issues are also tracked through the employee web site.

WSI-NV continues to maintain a strong positive reinforcement and discipline program. Employees are recognized by supervisors and managers for exceptional work practices as well as for achieving occupational injury and illness reductions and safe driving goals. During 2003, WSI-NV achieved a milestone of over 2 million miles without a vehicle accident. Employees are also well aware of the

company's disciplinary program and the actions taken for violating safety rules and regulations. WSI-NV documents the disciplinary actions it takes for failures to meet various training requirements or to follow procedures.

“We have the capacity to rapidly adapt to change and maintain flexibility in meeting mission requirements”

The Team observed that employees have a good understanding of the DOE-VPP and its significance to the overall safety and health culture of the workplace.

The following observations were made in this area:

1. Most guard stations are very old and should be re-evaluated to address workstation seating and desks.
2. Some SPOs felt that morale would improve if they could have more advance notice of scheduled days off. Currently, most SPOs work 12-hour shifts 4 days per week. The average work week is 56 hours, depending on mission requirements.
3. A large majority of employees, including supervisors and managers, commented positively on the WSI-NV safety and health program. Examples are given below.
 - Workers look out for each other's safety.
 - Workers feel communication generally flows freely throughout the company, especially when safety becomes an issue.
 - Managers are engaged and visible. They listen to the ESC and individual employee suggestions.
 - The WSI-NV safety culture is better than those of previous employers.
 - WSI-NV is a safe place to work.
 - Management informs employees of safety issues, statistics, and concerns via newsletters, video presentations, safety meetings, etc.
 - Safety training at WSI-NV is excellent.
4. Some interviewees expressed concerns about improving the process of acquiring more suitable and functional SPO uniform enhancements, such as winter apparel. However, the SPOs also mentioned these concerns have been addressed or are being addressed by the QIT.

Safety and Health Training

The Team verified that the WSI-NV safety and health training program continues to be comprehensive and well administered. Employees at all levels receive the highest quality of training on general safety and health issues and job-specific functions. The Team consistently heard employees remark that WSI-NV's training program is top-notch and provides the necessary tools needed to make sound decisions when confronted with potentially hazardous conditions.



WSI-NV managers and supervisors are aware of their safety and health responsibilities to themselves and to their employees. During the interviews, both managers and supervisors were able to explain the training process and the procedures are in place to ensure each employee receives the necessary training as it relates to his or her job function. Managers and supervisors also described the process of what happens to employees that do not meet the training objectives and requirements.

Recently hired employees understand the general safety and health programs at the site, as well as their future training requirements. In addition to the initial safety and health training received by all employees, WSI-NV continues to maintain requirements for a wide range of annual safety and health refresher training that keeps its employees informed on procedural and regulatory updates, as well as on new hazards.



WSI-NV also continues to have in place job-specific safety and health training for physical fitness instructors, ESC members, Protective Forces, and the Electronics Systems Section staff. Examples of such training include Physical Fitness annual Automated External Defibrillator (AED) and Cardiopulmonary Resuscitation (CPR) training and a quarterly in-house self-evaluation of AED and CPR skills for all physical fitness instructors. ESC members are training on recognizing and correcting hazards in the workplace and in assisting functional area managers in administering ES&H responsibilities within their respective organizations. Protective Forces and Electronic Systems Section staff receive a wide range of course training that covers areas such as equipment operation, hazard recognition, PPE, first aid, and other topics directly related to their job functions.

The team concludes that the facility exceeds the expectations of a quality safety and health training program routinely observed at other DOE-VPP sites.

Team Conclusion

The Team is confident that WSI-NV maintains an effective Star-level DOE-VPP. The Team's principal area of concern was that WSI-NV not sacrifice the improvements to its current programs in its enthusiasm for innovative, continuously improving programs. The danger may be less of complacency than of shifting the emphasis away from core safety and health programs. These highly successful core programs may not need the same amount of focus and energy that WSI-NV would use for newer programs. The Team concludes from its review that WSI-NV has sustained a Star-quality level of performance and recommends that WSI-NV be recertified as a DOE-VPP Star site.

Appendix

DOE-VPP Reevaluation Team for the WSI-NV Team

Name	Organization/Position	Telephone/e-mail
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